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ABSTRACT

This book is intended to provide managers, trainers, and others responsible for improving learning within their workplace with the tools, perspectives, and strategies to transform their workplace into a learning organization. Throughout the book, key principles underpinning recent thinking on positive workplace transformation are combined with practical strategies, tips, and exercises to achieve customized change. The following are among the topics discussed: (1) new mindsets for workplace learning; (2) leadership and the learning agenda; (3) meeting the demands of change; (4) championing knowledge work; (5) helping the wounded learn; (6) identifying and evaluating business requirements; (7) gaining and maintaining political support; (8) empowering ownership for learning; (9) stamping out practices that alienate learning; (10) benchmarking best practices; (11) stimulating competency-based learning; (12) accessing digital technology; (13) embracing team learning; (14) celebrating learning; (15) building learning communities; (16) perfecting on-the-job learning; (17) getting results from training; (18) promoting mentoring and coaching; and (19) revitalizing and expanding one's knowledge pool. Twenty-five tables/figures and exercises are included. The following items are appended: lists of benefits of competency-based education to employers, organizations, and the economy; guidelines for intelligent implementation of a digital infrastructure; tips for one-to-one coaching sessions; and powerful questions for one-to-one coaching sessions. (Contains 175 references.) (MN)